Project Government Affairs Governors

-5/27/93

Lead Responsibility: **PM:** Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR: Roger Mazingo

ETS ☐ FET ■

Time Line:
-Ongoing - Review June 1, 1993.

Description: Develop list of Governors who could be helpful in contacting Congress and the Clinton Administration. Determine how best to reach and activate them. Awaiting info. Governor Hunt (NC) setting up Task Forces in the state to combat excise tax. His group includes venders/suppliers. Governor McWherter (TN) is concerned about impact and is going to meet with President Clinton in March. Governor Wilder calling. Effort to assure current Southern Governors expand to include all 17 SGA members to 1) Urge President against FET and 2) urge Senators and MCs to oppose FET underway. Similar efforts with NGA, DGA, RGA, EGA, MGA, WGA are beginning.

Action:

***C. Fuller to meet with Governor Campbell 6/10.**
-Evaluate status of program.
-WIC met with Gov. Wilder on 5-19-93 in Richmond.
-MP met with Gov. Walters Re: FET and impact on OK. Gov. is waiting for administration proposal but concerned about potential impact on OK.
-April 28 - NGA/Clinton meeting - Governors Folsom, Cambell, Miller and Carper names were given via Jay for final followup by Governor Hunt (NC).
-Governor Fordice (Ms.) contacted for future action.
-Jay Poole will meet with Governor Wilder to ask him to call Pres. Clinton and followup with a letter.
-Ed Jenkins (Former MC of GA) is meeting with GA Gov. Miller on 3/31/93.
-Already contacted: Governor Hunt (NC), Governor McWherter (TN), Governor Wilder (VA), Lt. Governor Mary Sue Terry (VA), Governor Jones (KY), Governor Baliles, Judge David Armstrong (AK), Sec. Riley, BTC and tobacco growers.
-Still pending: Gov. Miller (GA), NGA-Romea and Campbell, NCSL - John Sununu and Gov. Walters (OK). Mayor Abramson.
-Governor Waihee will not be contacted at this time because of state level excise tax

2048597589

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

2048597590

legislation.

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Governors
(Continued)

-5/27/93

Action:

-Awaiting contact with Campbell prior to conversation with Romer.
-Contact DGA, NGA, RGA - SGA plan to be finalized this week.
-Remain in contact.
-Provide white papers, talking points and speeches.
-NGA-Initial calls made; contact with Campbell
-Governor Hunt plans to come to Washington, DC in the near future to speak with Clinton about the economic stimulus package and its impact of FET.
(Victor Han) - Governors send message to White House on FET; gain media; coverage
Lead Responsibility: Victor Han, Jay Poole, Burson-Marsteller

Budget:

2048597591

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Government Affairs
White House Coalition

-5/27/93

Lead Responsibility: **PM:** Kathleen Linehan
RJR:

ETS ☐ FET ■

Time Line:
-Ongoing

Description: 1) 32 tobacco Democrats meet with H. Paster from the White House and discuss the excise tax issue week of March 8, 1993. (Done)
2) Senator Ford sees HRC -postponed.
3) Tobacco members writing letters to the White House.

Action:
-Governor Hunt calling Rahm Emmanuel

Budget:

2048597592

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Government Affairs
Local Elected Officials

-5/27/93

Lead Responsibility: PM: Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR:

ETS ☐ FET ■

Time Line:
-Ongoing - Review June 1, 1993

Description:
Denver Councilwoman Cathy Reynold, Colo. Municipal League Executive Director Sam Mamet

Action:
-Evaluate Program.
-The Florida Petroleum Marketers Association unanimously passed a resolution against the FET at their Spring Board meeting in Jacksonville, FL, on 4/22. The resolution is being sent to every member of the Florida Congressional delegation. A copy of the resolution is attached. (see following page)
A number of NC Mayors have written the White House and Members opposing the tax. We are meeting next week with Richmond Mayor Kenny to ask him to send a letter to the Executive Committee of the VA municipal league asking them to co-sign a letter to the VA Congressional Delegation opposing the FET.
*GA Secy. of Agriculture to meet with Pres. Clinton. Secy. of Ag. agreed to get other Southern colleagues to oppose FET.
-Compile listing of key officials and their organizations.

POTENTIAL CONTACTS:
*LOCAL ELECTED OFFICIALS - Ongoing and under weekly reports.

REGION VII:

REGION VIII:

REGION IX:

REGION X:

Colorado
- Councilwoman Cathy Reynolds (Denver)
- CO Municipal League - Sam Mamet
- Mayor Tauer (Aurora)

2048597593

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Local Elected Officials (Continued)

-5/27/93

North Carolina
- Bill Shalhoob - local restaurant owner; key local leader.
- Mayor John Lindgren (D) - Fargo

REGION XI:

Utah
- Mayor Everett Dahl (Midvale)

REGION XII:

California
- Members of Republican Local Elected Officials (RLEOC)
- Members of CA Elected Association of Democrats (CALEAD)
- San Diego Mayor Susan Golding.
- San Bernadino Supervisor Jerry Eaves

Budget:

2048597594

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Florida Petroleum Marketers Association Inc.

209 Office Plaza, Tallahassee, Florida 32301-2307 • Phone 904/877-5178 • FAX 904/577-5864

RESOLUTION

In Opposition to Increased Federal Excise Taxes on Cigarettes

Whereas, according to a Price Waterhouse economic impact study, a $1.00 increase in the federal excise tax on cigarettes would result in the loss of 15,636 jobs and a loss of $403 million in payroll in Florida's economy, wit the state's retail sector bearing the brunt of the losses,

Whereas, according to Price Waterhouse, even a doubling of the federal excise tax on cigarettes would result in the loss of 4,600 jobs and a loss of $118 million in payroll in Florida's economy,

Whereas, Florida's state excise tax on cigarettes is already some 30% higher than the national average,

Whereas, an increase in the federal excise tax on cigarettes would have a devastating effect on Florida's farm families that grow tobacco, who are also our customers,

Whereas, excise taxes are known to be one of the most regressive forms of taxation, hitting lower- and middle-income families hardest of all,

Whereas, taxpayers already pay too much to government in taxes,

Therefore, be it resolved that the Florida Petroleum Marketers Association, representative of supplying some 5000 retail outlets in Florida, stand in total opposition to <u>any</u> increase in the federal excise tax on cigarettes and calls on all federal legislators from the state of Florida to work and vote against this unfair, punitive tax.

Signed,

G Allan Whitby

Executive Vice President,
Florida Petroleum Marketers Association

Approved by the Board of Directors

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To Henry Inman	From Pat Vic
Co.	Co.
Dept.	Phone #
Fax #	Fax #

April 22, 1993

Officers: President: Jim Zahn • President-Elect: Casey Martin • Vice President/Fuel: Steve DeLuca • Vice President/C-Stores: Ed Koch
Vice President/Lubricants: Bob Barnes • Treasurer: George Hall • PMAA Director and Past President: Wilson Hinson

Directors: Ken Allen, Sr. • Maximo Alvarez • Bill Cheatham • Don Bodle • James Dean • Michael Farmer • Sam Gomis • Kin Johnson • Jack Kirkpatrick
Jack Lampe • Scott Lane • Wendell Lewis • Larry McGary • Steve Mitchell • Jim Rodriguez • Jim Williams • Executive Vice President: G. Allan Whitby

2048597595

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Government Affairs
Briefings to the Hill

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR: B. Oglesby

ETS ☐ FET ■

Time Line:
-Ongoing

Description:

Action:

Budget:

2048539/596

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Government Affairs
Senior Management Visits

-5/27/93

Lead Responsibility: *PM:* Kathleen Linehan
RJR: B. Ogelsby

ETS ☐ FET ■

Time Line:
-March 16 & 17, 1993

Description: Visits should be made to Congressional leadership and key tobacco members.

Action:
-MAM Washington visit 3/16/93 and 3/17/93.

Budget:

2048597597

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Government Affairs Member Assignments

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR: B. Ogelsby

ETS ☐ FET ■

Time Line:
-Ongoing

Description: To ensure that key Members of Congress are covered, member assignments should be made. All staff and contract lobbyists should be assigned members. Reports of the visits should be submitted periodically and in timely fashion.

Action:
-March 28-31 to urge all tobacco democrats to meet with the House leadership on March 31.

Budget:

2048597598

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Government Affairs Coordination w/ Tobacco Coalition

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR: B. Ogelsby

ETS ❒ FET ■

Time Line:
-Ongoing

Description: Maintain close coordination with House coalition of tobacco members and tobacco state Senators to ensure timely and orderly support. We can supply timely intelligence reports.

Action:
-We've hit upwards to 30 Members of Congress in last two weeks.
- Discuss with Ford. (Done)

Budget:

2048597599

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

2048597600

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Labor Strategy - Tax

-5/27/93

Lead Responsibility: PM: Kathleen Linehan, Ellen Merlo
RJR:

ETS ❒ FET ■

Time Line:
-Ongoing - Review June 1, 1993.

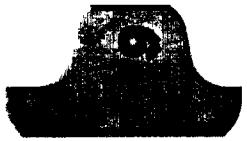
Description: It is imperative that we maintain union's support. To this end, immediate contact should be made with the head of the BCT and other employee groups affiliated with PM companies. The President of BCT should be solicited to contact his members as quickly as possible and request them to contact the White House and their Members of Congress. The BCT also should arrange a quick meeting with Lane Kirkland and other key figures within labor and secure their support. Once support is solidified, then labor should mount a campaign against the proposal.

Action:
-We are working with BCT Local Officials who will have a booth at the National AFL-CIO trade show in St. Louis. We are working toward developing the capability of generating anti-FET letters on the spot that union members in attendance can forward to their own Members of Congress.
- Deadline: May 17, 1993.
-Constantly in contact with TI Labor Management - Kathleen Linehan
-Contacted by Jay Poole - Has agreed to enlist help of AFL-CIO to support industry position, phone and mail efforts.
-RJR will get readout from us.
-TI may be working on some ads.
-Ellen Merlo and Tom Griscom need to talk to Sam Chilcote.
-Dinner with BCT president on 3/10/93 by WIC, KML. (Done).

2048597601

Budget:

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000



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Cardinal

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project TI Coordination
TI Lobby Plan

-5/27/93

Lead Responsibility: **PM:** Jay Poole, David Nicoli
RJR: Randy Thompson
TI: Bob McAdams

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: Coordinate all tobacco lobbyists through TI. This is no time for anyone to freelance. Although TI does not have all the tobacco companies in its membership, this may be the time for outreach - all companies employ people, have plants, etc.

Action:

-Meeting of the inter-company/TI group on Tuesday April 6.
-First meeting with McAdams for TI held on March 25; second meeting set for April 16.
-Briefing for Bill/Jim/Andrew.
-Strategy to be worked out by Craig Fuller or Craig Fuller and Tom Griscom.
-After strategy worked out, logistics of coordination must be established by RJR/PM Team.
-Designate group on FET strategy/one representative from PM/RJR/TI to coordinate "all" activities (linking all groups) reporting to Core Group.
-Decide on representatives from each company.
-Ellen Merlo to make assignment of PM coordinator/strategist.
-Tom Griscom to deliver message to TI.
-Jay Poole named as PMUSA Representative -has been communicated to TI (Merlo).
-David Nicoli - WRO Representative.-has been communicated to TI (Merlo).

Budget:

2048597603

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project TI Coordination
TI Educational Packet

-5/27/93

Lead Responsibility: PM: Ellen Merlo, Kathleen Linehan, Jay Poole
RJR: Tom Griscom, B. Oglesby

ETS ■ FET ■

Time Line:
-Review June 1, 1993

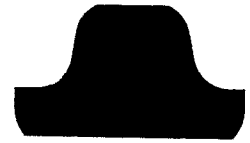
Description: TI is developing information packets and briefing papers for ETS and Excise Tax issues.

Action:
*On going meetings with coordinating Committees take place on weekly basis.
*ETS included in latest TI meetings.
*Legislative updates coming in form all sectors.

Budget:

2048597604

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000



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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Science

Publicly Challenge EPA Science

-5/27/93

Lead Responsibility: PM: Steve Parrish, Jim Boland
RJR: Tom Griscom

ETS ■ FET ❐

Time Line:
-Due April 1, 1993

Description: Consider a press conference to challenge EPA Risk Assessment, or an open letter to the new EPA Administrator.

Action:

-Evaluate basis for a new challenge, due: 4/1/93.
-Burson-Marsteller.
-Work being done with Manhattan Institute.
-Scientific organization on how Risk Assessments done: cellular phone, ETS and others.
-Stanford Research Institute to review EPA statistics (Steve Parrish to work on who has contacts with Stanford).

Budget:

2048597606

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Science

Reexamine ETS Study

-5/27/93

Lead Responsibility: PM: Tom Borelli, Jim Boland
RJR: Sears Strawker, Mary Ward

ETS ■ FET ❐

Time Line:
-April 15, 1993

Description: Maintain an ongoing review of ETS studies and findings and present a case for a reexamination of ETS at EPA.

Action:

*PM/RJR - Agreed to jointly work on a proposal for the American Statistical Society to review and critique the methodology in the ETS risk assessment. RJR is currently reviewing the first draft proposal.

-PM TB/JB - Will arrange a meeting with RJR to discuss a consultant's proposal that raises the weaknesses and the ramifications of the risk assessment to the EPA. Additionally, we will discuss another proposal for EPA's methodology to be reviewed by an outside statistical group.

Budget:

2048597607

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Science

Science Spokesperson

-5/27/93

Lead Responsibility: PM: Tom Borelli — Burson-Marsteller
RJR: — APCO

ETS ■ FET ❐

Time Line:
-Searching

Description: Identify one or more scientists willing to speak on the ETS subject in support of our position. Place them in speaking opportunities.

Victor Han: Free up TI scientists; identify others for media.
Lead Responsibility: PM: Victor Han, Steve Parrish Burson-Marsteller
RJR:

Action:

*TB - Encouraged speakers participating at the George Mason University International Institute's Scientific Integrity Conference to raise the ETS risk assessment as an example of bad science. The conference was video taped and it will be reveiwed for statements made on ETS. The video can be used to educate policy makers on the use of bad science and public policy.

-PM TB - APCO/Burson Marsteller are identifying various environmental symposia where ETS can be raised and various policy group speakers will will be reviewed as possible candidates.

-Still looking

Budget:

2048597608

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Science

Presentation to OSHA on ETS

-5/27/93

Lead Responsibility: **PM:** Denise Keane, Jim Boland
RJR: Mary Ward

ETS ■ FET ❐

Time Line:
-TBD

Description: Develop a presentation on ETS to make to OSHA.

Action:
-Ready for presentation last week in Apr9il, presention can be used for EPA if needed.
-Denise Keane will contact.
-Should unions take lead?

Budget:

2048597609

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

2048597610

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Research Studies

-5/27/93

Lead Responsibility: PM: Lance Pressl, Derek Crawford
RJR:

ETS ■ FET ■

Time Line:
-April 15, 1993

Description: There are 5 studies under development that could have a bearing on the debate: (1) the LULAC health care financing study (Done-March 25); (2) the Committee for a Responsible Federal Budget's health care cost containment study (Rollout-April 12); (3) CART's updated Regressivity Study and Macro Jobs Impact Study (Done-March 15); (4) Economic Policy Institute study on regressivity of the current health care financing system (Rollout-April 7); and (5) The Council of State Government's study on diminishing tax receipts. It is important to express the findings to the media and public in layman's terms so that the message is not lost in an academic debate.

Other available studies, research and technical assistance. Impact Sheets & Visual Support. $2/Pack Argument/Information Sheets: National/State by State. Studies by third parties: Council of State Governments: Diminishing Return of Excise Taxes; A. Philip Randolph Institute: Impact of Taxes On African-American, Health Care Financing, American Agricultural Movement; Impact of Excise Taxes On Rural American; National Conference of State Legislatures: Effect of FET Changes on Women, Minorities and the Middle Class; Excise Taxes in the American Fiscal System; Congressional Budget Office: Rising Health Care Costs; National CART: Regressivity & Jobs Analysis; Institute for Research on the Economicsof Tax: Social Costs; Public Policy, and Freedom of Choice. State-Specific And InternalStudies: Geo-Political Mapping Analyses, Regressivity Studies, and Fiscal Conditions.

Action:

-Looking at "backout" of $24 billion social costs figure. (In process with PM/TI)
-Evaluating studies and determining if more are needed.
(Do we need to Commission any other studies?)
-May be doing research on FET.
-Need to get material from TI so we can evaluate; Washington Office should get what's there.
-We want to look at large media component.
-Tally points.

Budget:

2048597611

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Research
Position Papers

-5/27/93

Lead Responsibility: PM: Lance Pressl, Jim Boland
RJR:

ETS ■ FET ■

Time Line:
-Ongoing
-ETS - Due week of March 29, 1993

Description: A series of position papers or "White Papers" needed on the ETS and excise tax issues. Assign writers to complete the following:
•Write paper on EPA Science as it relates to electromagnetic fields (EMF), diesel, and chloride in water (in process).

Action:
-White paper on ETS/EPA will be completed by 3/22. The paper will be targeted for a state legislative audience.
-An informational video on PM's position on EPA/ETS issue has been prepared and made available to government affairs staff (PMUSA, WRO, PMI).
-Economic Impact Analysis - Federal (done).
-$2, $1, .50 (done).
-Need to have TI coordinate "all" white papers with PM/RJR.
-We will see drafts week of 3/15/93.

Budget:

2048597612

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Research
Niagara Institute

-5/27/93

Lead Responsibility: PM: W. Burrell, Matt Winokur
RJR:

ETS ☐ FET ■

Time Line:
-Ongoing - Review June 1, 1993.

Description: This Canadian group has developed a study of the tobacco issues in Canada. This report needs to be finalized and/or excerpts need to be made public.

Action:
-Report needs to be completed A.S.A.P.
-Statement by institute director needs to be drafted and released A.S.A.P.

Budget:

2048597613

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Research

Wirthlin Group Presentation

-5/27/93

Lead Responsibility: PM: Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
-Completed

Description: Arrange a presentation on research to compare findings with Reynolds.

Action:
-Share ETS tracking information / Done.
-Share RJR attitude survey document / Due 3/10/93.
-Share results as available.
-Breglio survey results to be shared.

Budget:

2048597614.4

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

2048597614

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Legal
Growers' Law Suit

-5/27/93

Lead Responsibility: PM: Steve Parrish, Kathleen Linehan
RJR: W. Ukatz

ETS ■ FET ❐

Time Line:
-Ongoing

Description: Consideration is being given to supporting the tobacco growers with a law suit against the EPA with regard to the ETS Risk Assessment. Also, raise money from third parties.

Action:
-Lawyer's conference call with RJR on 3/30. (Done)
-Finalize complaint / Due: week of 3/8/93. (Done)
-Review with RJR / Due: week of 3/8/93. (Done)
-Participate in Grower's legal fund to pay for suit (assuming we go forward).

Budget:

2048597615

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Legal

Legal Briefings on ETS

-5/27/93

Lead Responsibility: *PM:* Denise Keane
RJR: M. Ward, W. Ukatz

ETS ■ FET ❐

Time Line:

-Week of March 22, 1993

Description: Legal should provide guidance for companies on the ETS issue. Once completed, distribution to key business leaders will be made on a CEO/CEO level or General Counsel/General Counsel.

Action:

-RJR putting something out.

Budget:

2048597616

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

2048597617

Confidential

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
Pro Active Media

-5/27/93

Lead Responsibility: PM: Tom Borelli / Richard Hines Consulting
RJR:

ETS ■ FET

Time Line:
-Ongoing - Review June 1, 1993.

Description: Generate news stories, editorials and commentaries critical of the EPA Risk Assessment and unreasonable smoking ban legislation.

Action:

*The May edition of Consumer's Research Magazine has a feature article on "Federal 'Science' Under Fire" which mentions ETS as an example of bad science. We have ordered 1,000 copies of the magazine for educating policy makers on the ETS issue.
-See following pages for Project Overview Re: FET and ETS
-The below listed articles available upon request:
Joe Perkins - San Diego Union.
Lanie Izumi - Sacramento Union.
National Review editorial.

Note: The Joe Perkins column appeared in about 40 papers throughout the U.S. as a result of his syndicated column.

Budget:

2048597618

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project: Federal Excise Taxes (FET)

Overview:

Meeting held on Friday, May 14 in Washington, D.C.

Discussed present status of timing on health-care reform and status of task force projects.

Project: ETS

Note: All ETS projects discussed below and additional work on such projects are pending subject to decisions regarding litigation.

Overview:

Meeting held May 14 in Washington, D.C.

We will continue developing materials and reviewing opportunities.

RPCO continuing outreach efforts, including one-on-one meetings w/industry and a planned mass mailing to 15-20 industries in 15-20 states, which will focus on smaller businesses. Outreach to scientific community has been successful; outreach to industry reflects great interest, but no firm commitment yet.

Task force discussed upcoming environmental conferences.

VII. Miscellaneous

- o RJR employees (mainstream factory folks) about 1,600 -- on their own time and money -- took bus trip to D.C. to demonstrate against proposed excise tax increase. Received good press coverage.

- o B-M developing industry response for announcement day.

VII. Miscellaneous

- o Keep tabs on dates for Traficant hearings on smoking ban in federal buildings and Rose hearings.

2048597619

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications Watchdog Efforts

-5/27/93

Lead Responsibility: PM: Victor Han
RJR:

ETS ■ FET ❐

Time Line:

Description: Identify and design communications plan for watchdog groups.

Action:

-Radio syndicators contacted; developing 60 second test spot and longer piece test for weekend public affairs programming; meeting with principal this week; deciding frequency of delivery.

Budget:

2048597620

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
Op - Eds

-5/27/93

Lead Responsibility: PM: Victor Han
RJR: Mara Payne

ETS ■ FET ■

Time Line:

FET: **-Review June 1, 1993**
-Submit lists, initial drafts of op-eds to Tom Humber (B-M) week of April 12, 1993.
-Finalize plans week of April 19, 1993.
-Initiate program week of April 26, 1993.

ETS: -Submit lists, initial drafts of op-eds to Tom Humber (B-M).
-Finalize plans week of April 5, 1993.
-Initiate program week of April 26, 1993.
-Ongoing.

Description:

Action:

-See follwing page for Op-ed Program.

FET: -Proactive Op-ed placement in selected hometown newspapers of key legislators.
-Strategically cc: certain legislators, appointed officials.
-Develop defensive op-eds for response to negative editorials.
-Utilize media trained activists and smoker organization spokespersons.

Next Steps:

-Identify hometown (district) newspapers of key legislators.
-Ascertain proposed content.
-Establish writing responsibilities.
-Draft op-eds, message points.
-Draft LTE's to support op-eds.
-Identify authors, proactive/reactive.

2048597621

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Op - Eds
(Continued)

ETS: -Jim Ramsay sample op-eds were distributed to group for review.
-Group agreed to review available ETS material and make recommendations at next meeting.
-Proactive Op-ed placement in selected national, state/state capitol and local newspapers.
-Strategically cc: certain legislators, appointed officials.
-Develop defensive op-eds for response to negative editorials.
-Utilize media trained activists and smoker organization spokespersons.

Next Steps:

-Identify newspapers of key legislators, appointed officials.
-Ascertain proposed content.
-Establish writing responsibilities.
-Draft op-eds, message points.
-Draft LTE's to support op-eds.
-Identify authors, proactive/reactive.

Budget:

2048597622

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

VI. Develop Comprehensive Op-ed Program to support Objectives

ETS

Summary: Develop op-eds, both proactive and reactive, for placement in selected national, state/state capitol and local newspapers.

Status:

o Expanded media coverage requested to determine coverage and potential reactive opportunities until something occurs that provides proactive forum.

o Materials have been developed by PM/RJR.

o Process of identifying potential signatories continues.

FET

Summary: a) Focus on proactive op-ed placement in selected hometown newspapers of key legislators, with ccs to those legislators, certain appointed officials and b) develop defensive op-eds for response to negative editorials.

Status:

o Will use list of organizations and individuals developed in disseminating PW economic impact information as core for potential op-ed signatories in hometown and state capitol newspapers.

o Draft op-eds prepared. PM/RJR winnowing media lists for potential placement. Attempts at op-ed placement continue.

2048597623

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
TV Talk Shows

-5/27/93

Lead Responsibility: PM: Victor Han
RJR: Mara Payne, Roger Ailes

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: America and the Administration are being run on talk shows.

Action:
-Counter talking points.
-Monitor talk shows.
-Find shows where we can deliver our message.

Budget:

2048597624

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications

LTE's

-5/27/93

Lead Responsibility: *PM:* Victor Han
RJR:

ETS ■ FET ■

Time Line:

FET: **-Review June 1, 1993**
-Contact lobbyists, activists, PM/RJR sales forces to review their role for expanded media monitoring by April 2, 1993.
-Submit final plan for review April 12, 1993.
-Initiate program week of April 5, 1993.

ETS: -Submit lists, initial drafts of letters, prospective authors to Tom Humber (B-M) by April 9, 1993.
-Contact lobbyists, activists, PM/RJR sales force to review their role for expanded media monitoring by April 2, 1993.
-Submit final plan for review April 12, 1993.
-Initiate Program week of April 5, 1993.

Description:

Action:

-See following page Re: Develop LTE Program.

FET: -Proactive LTE's targeted at hometown (district) newspapers of key legislators.
-Strategically cc certain legislators, appointed officials.
-Develop defensive LTE's for reaction to editorials, news and op-ed coverage.
-Local media to be monitored by lobbyists, activists, PM/RJR sales force.

Next Steps:

-Identify hometown (district) newspapers of key legislators.
-Ascertain proposed LTE content per targeted legislator.
-Establish writing responsibilities.
-Draft proactive LTE's.
-Submit lists, conduct LTE content analysis, initial drafts of letters,

2048597625

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

prospective authors to Tom Humber (B-M) by April 9, 1993.

2048597626

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

LTE's
(Continued)

ETS -Proactive LTE's targeted at key opinion creating newspapers/ publications (national/state/local) of targeted elected officials/ appointed officials.
-Strategically cc: certain legislators, appointed officials.
-Develop defensive LTE's for reaction to editorials, news and op-ed coverage.
-Local media to be monitored by lobbyists, activists, PM/RJR sales force.

Next Steps:
-Identify newspapers/publications.
-Ascertain proposed LTE content.
-Establish writing responsibilities.
-Identify authors for LTE's, proactive/reaction.

Budget:

2048597627

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

II. LTEs to Support Objectives

ETS

Summary: Focus proactive/reactive LTEs on key opinion creating newspapers/publications of selected elected officials/appointed officials, with ccs to those legislators, appointed officials.

Status:

o LTE program pending determination of litigation issue. Once a decision is made, can either develop program based on filing "hook" or determine market for letters on case-by-case basis where opportunities are presented.

FET

Summary: Proactive and reactive LTEs for use at hometown (district) newspapers of key legislators, with one to those legislators and certain appointed officials.

Status:

o PM and RJR reaching out to databases for to ask people to write in opposition of FET.

o PM/RJR continuing to identify other authors by category.

2048597628

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

To: Media/Communications Committee Members

Date: March 18, 1993

Subject: FET/ETS Audience & Message Point Development

As per yesterday's meeting, it was agreed that we would address the following audiences. Along with a listing of the audiences is an initial effort at their respective message points. Remember, this was an exercise to help us determine the elements we need for information/press packages. These messages are not necessarily unique to each audience.

ISSUE: FET Increase

Audience: Federal Officials

Message Points: Tax is a middle-class tax increase. During the course of the presidential campaign, candidate Bill Clinton promised he wouldn't raise the taxes of the middle class. Similarly, the promise that President Clinton made that those with earnings below $30,000 would not be taxed has now "gone out the window". Additionally, this tax will seriously hurt a fragile economy and 850,000 jobs will be lost.

Audience: State Officials

Message Points: An FET increase will cause an erosion in state revenues which will mean additional new taxes at the state level.

2048597629

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Audience: Southeast States Elected Officials

Message Points: An FET increase will have a disastrous/cataclysmic effect on the economy in the southeastern states. More jobs will be lost due to this tax in the south and southeast than to the national recession that we are finally starting to recover from.

Audience: RJR/PM Plant Community Locations - Elected Officials

Message Points: Will cause jobs to be lost which will hurt the local economy. Also, erosion in company tobacco revenues adversely affects our ability to invest in non-tobacco operating companies and the jobs and tax revenues they produce.

Audience: Consumers/Smokers

Message Points Smokers should not be asked to pay any more - they already contribute more than 13 billion dollars to the economy than non-smokers. The proposed increase is discriminatory. If a program is to benefit all Americans - it should be broadly funded.

The real problem with the system is not the lack of money - but out of control costs. The medical care system itself is in need of general surgery if it's to be reformed. Don't throw more money at the health care system; fix it instead.

Audience: Non-smokers

Message Points: The proposed tax increase will not work because taxes alone won't cure the crisis in health care and new tax dollars will be needed on both the federal and state levels.

Audience: Farmers

Message Points: The proposed tax will be a cataclysm for the tobacco farmer and the economy of the tobacco growing states. Tobacco farmers will be unable to replace their highly profitable tobacco crops and as a result they, and their state's economy, will suffer.

2048597630

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

If tobacco farmers switch to alternative crops - - the markets of those crops throughout the United States will be destabilized and economic disaster will reverberate in every farming community.

Audience: Suppliers

Message: Reduced demand for tobacco will not only economically hurt tobacco farmers but will hurt all involved with the manufacture and sale of cigarettes from the pesticide and seed salesmen to the tractor sellers to the trucker who brings the finished product to retail.

Audience: Retailers

Message The retail and convenience store communities will bear a large part of the jobs lost if this tax is enacted. Cigarettes are among the most profitable products sold in those stores and provide a key revenue stream that helps to keep many stores open and many people employed.

Audience: State Excise Tax Dollar Recipients/State Funded Programs

Message: Another case of diminishing returns. This earmarked tax will erode excise tax revenues at the state level and cause lawmakers to look for additional sources of income. Those new taxes may not be as "politically acceptable" as the current source of funding and support for the program may erode. Accordingly, this scenario puts state discretionary programs at substantial risk.

It's poor policy to earmark the funding of any program to tobacco revenues where the base of consumers is declining every year.

Audience: Organized Labor

Message: This proposed tax is regressive because it hits the poor and middle class much harder than those who are better off.

Many tobacco related jobs, many of them union members, will be lost as almost 850,000 jobs disappear from the American economy.

2048597631

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Audience: Health Care Reformers

Message: The entire health care system needs to be overhauled. The answer is not more money, but one of fundamental reform. If, in the final analysis, more money is the answer it should come from a general broad based tax. Get the system fixed.

Audience Minority Groups

Message: African and Hispanic Americans will bear the highest hardships if this tax is enacted. It's regressive and will cause serious job losses among the small businesses -- who depend on cigarette sales revenues -- in the minority community. Last in/first out. Further, erosion of discretionary programs of benefit to the minority community.

Audiences: Chambers of Commerce/Business Organizations

Messages: The proposed tax is unnecessary since the problem is not fiscal but structural. Government doesn't need to throw more money at the health care system - - it needs to fundamentally reform the system. Even if more dollars were needed, to take them from a revenue base where the receipts are declining doesn't make good economic sense. Unstable revenue sources lead to more taxes from other areas.

Audience: Anti-Tax Activists

Message: The Administration should focus on cutting spending -- not raising any taxes -- if the budget and health care costs are to be finally controlled.

ISSUE: ETS

The following list is submitted as an addendum to the report for your review. Please make additions as needed.

2048597632

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Audiences:

- Elected Officials
- Regulatory Officials
- Smokers
- Non-smokers/taxpayers/general public
- Conservative/Liberal Media
- Employees (Tobacco/Non-tobacco)
- Scientific Community
- Restaurant/Hospitality
- Human Resources
- Labor
- Business
- Legal
- Industry

2048597633

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Environmental Tobacco Smoke

Note: All of the ETS projects discussed below and additional work on such projects are pending subject to decisions regarding litigation.

I. Develop Press Package for ETS

Summary: Developing multi-use, modular press/information packages tailored for different audiences.

Status:

o Audiences and messages preliminarily identified.

o PM/RJR/TI gathering and forwarding all relevant materials to B-M for review and cataloging.

o B-M to contact APCO regarding coalition building and development of message points for specific audiences.

II. Develop Comprehensive LTEs Program to Support ETS Objectives.

Summary: Focus proactive/reactive LTEs on key opinion creating newspapers/publications of selected elected officials/appointed officials, with ccs to those legislators, appointed officials.

Status:

o B-M has created prototype media list and is expanding to include top 100 newspapers and state capitals media.

o PM/RJR will contact field coordinators, lobbyists etc. to have them expand their monitoring of local press and to have them help identify potential authors.

o PM/RJR each to draft 25 LTEs.

III. Promote Speakers in Local Markets

2048597634

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Summary: Design speakers' program for placement of identified spokespersons in local markets designed to attract press attention.

Status:

- o B-M preparing memo/guidelines on identifying potential forums and making contacts.

- o PM/RJR to identify potential speakers and procure op-ed writers for articles based on speeches.

- o PM/RJR preparing 2 generic ETS speeches each (1 each w/slide backup)

IV. Educate Newspaper Opinion Creators via Ed Boards

Summary: Continue ongoing key opinion leader educational outreach program, while identifying and expanding program to key national, state/state capital and local newspapers.

Status:

- o B-M has prepared prototype media list and is expanding.

V. Establish Presence on Selected Radio Talk Shows

Summary: Try to use expert third parties and media-trained activists to reinforce press efforts with national and local radio talk show opportunities.

Status:

- o B-M has prepared prototype media list and is expanding

- o PM/RJR talking to government affairs/field coordinators to identify appropriate topics/spokespersons.

VI. Develop Comprehensive Op-ed Program to Support ETS Objectives.

2048597635

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Summary: Develop op-eds, both proactive and reactive, for placement in selected national, state/state capital and local newspapers.

Status:

- o B-M has developed prototype media list and is expanding
- o PM/RJR each drafting 6 op-eds, message points and LTEs to support op-eds.

2048597636

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project: ETS

Overview: Programs will be developed and focus shifted at such time as the litigation matter is resolved, either through filing or not.

However, those items that are not dependent upon resolution of this matter will be moved forward.

Task force is monitoring conferences related to environment and EPA.

Note: Recent conference hosted by The International Institute of George Mason University and The Science and Environmental Policy Project lambasted EPA. The conference was videotaped and we understand that we can obtain a copy shortly.

Project: FET

Overview: Task force finalizing information materials in preparation for dissemination in near future.

20485937

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications Press Package

-5/27/93

Lead Responsibility: *PM:* Vic Han / Burson-Marsteller
RJR: Mora Payne

ETS ■ FET ■

Time Line:

FET: **-Review June 1, 1993**
-Submission due March 31, 1993
-Plans finalized week of April 12, 1993
-Initiate Program week of April 5, 1993
-Review week of March 22, 1993

ETS: -Submission due March 31, 1993
-Plans finalized week of April 12, 1993
-Initiate Program week of April 5, 1993

Description: Design a press kit for use with media on ETS issues. Also, design press kit on Excise Tax issue.

Action:

-See following page Re: Develop Press Package.

FET -Press Packages will be multi-use, modular press/ information packages that can be tailored for different audiences.
-Identified audiences and preliminary respective messages as an exercise to identify package elements.

Next Steps:

-Submit to all group members already existing materials to be considered for modular elements of package.
-Submit suggestions for other materials that must be created, developed or researched.
-Tom Humber (B-M) will collect, maintain and catalog submissions.
-PM to generate./Done.

2048597638

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Press Package
(Continued)

ETS: -Press package will be multi-use, modular press/information packages that can be tailored for different audiences.
-Identified audiences and preliminary respective messages as an exercise to identify package elements.

Next Steps:

-Contact APCO, request refined ETS messages by audience; distribute to group.
-Distribute to APCO and all group members already existing materials to be considered for modular elements of package.
-Based on existing package APCO submissions, group submits additional materials, suggestions, etc. to Tom Humber (B-M).
-See following FET/ETS Audience & Message Point Development

Budget:

2048597639

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

I. Press Packets

ETS

Summary: DEvelop multi-use, modular press/information packages tailored for different audiences.

Status:

o B-M has reviewed materials and has requested additional materials from TI and RJR. Prototype packet will be disseminated to task force next week.

FET

Summary: Modular press/information packages to be tailored for different audiences.

Status:

o B-M has received comments on prototype packets. B-M is incorporating revisions and will distribute revised packet to task force next week.

o PM presently creating media analysis from clips to help refine existing media lists.

IA. Price Waterhouse Study

Summary: Potential to publicize economic impact information in the 50 states through press releases and events prior to release of health-care reform package.

Status:

o Clarification on figure development received from TI and being incorporated into materials.

o Both RJR and PM in touch with organisations in each state with similar interests who are likely to issue press releases at the appropriate time.

2048597640

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications Plan Ad Campaign

-5/27/93

Lead Responsibility: **PM:** Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
-Ongoing - Review June 1, 1993

Description: Develop ad copy for review, testing and approval by senior management.
•Roger Ailes - Real people affected by taxes.

Action:
-ETS ad will be ready to go out late April.
-Roger Ailes meeting (Done).
-Roger Beahm to have ETS and FET ad concepts in ten (10) days.(Done).
-Ads ready to review on April 1, 1993.
-Legal review.

Budget:
ETS w/ RJR $606,000 split

2048597641

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
Radio Talk Shows

-5/27/93

Lead Responsibility: PM: Vic Han, Burson-Marsteller
RJR: Mark Smith

ETS ■ FET ■

Time Line:

FET: -Review June 1, 1993
-Submit recommendations week of May 10, 1993.
-Submit final plan week of May 17, 1993.
-Initiate program May 24, 1993.

ETS: -Submit recommendations week of May 10, 1993.
-Submit final plan week of May 17, 1993.
-Initiate program May 24, 1993.

Description: Develop list of select radio talk shows we should reach and schedule briefings. In addition to major, national radio talk shows, radio is having a big impact on local as well as national debates at the local level as well. We should look to influence both the big opportunities as well as develop an overall market-by-market, state-by-state capability.

Action:

-See following page Re: Establish a Presence on Selected Radio Talk Shows
-Follow-up on Rush Limbaugh
-Materials sent by RJR week of 3/1/93

1. Identify Radio Talk Shows & Talk Radio Shows

Goal: Use radio effectively to get our message across.

- Determine national and market-by-market radio talk shows (programs in which the host dominates or interviews people of interest). Also identify the radio call-in (Talk Radio) shows in which interested listeners can often determine the topics. Create computer data to easily access radio opportunities by market, subject and format.

Time line: TBD

2048597642

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

- Geographically match spokespersons (see "Promote Speakers in Local Markets" part of overall plan) to radio talk show list.

  Time line: TBD

2. Briefings With Key Radio Talk Shows

- Provide producers of key shows with materials to influence selection of topics, guests and messages.

  Time line: TBD

3. Reaching Talk Radio

- Provide spokespersons (see "Promote Speakers" section of plan) with materials and lists of talk shows, and encourage call-ins.

- Use other activists to increase calls to radio shows, to influence selection of topics and to increase chance of getting messages across.

  Time line: TBD

(Special Note to TCG: As you may know, working with WKA, we have already begun developing talk radio. We are planning to match our media trained activists against the list and provide listings of talk radio, along with talking points, etc. Additionally, we were planning to do a special insert into the next alert going to the 2,000 Smoker Write club activists, encouraging them to send us a list of local talk shows...eventually providing them with talking points, etc.)

FET:

-Reinforce "press" efforts with national and local radio talk show opportunities.
-Expert third parties and media trained activists will be principal participants.

Next Steps:

-Identify stations/shows/formats B-M will provide March 31, 1993.
-Identify appropriate topics/spokespersons.
-Pitch topic selection/guests.
-Media train spokespersons.
-Schedule programs.
-Support industry spokespersons via call ins to show.
-Tape programs for analysis and revision.
-Alert selected media.

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Radio Talk Shows
(Continued)

ETS:

-Reinforce "press" efforts with national and local radio talk show opportunities.
-Expert third parties and media trained activists will be principal participants.

Next Steps:

-Identify stations/shows/formats B-M will provide March 31, 1993.
-Identify appropriate topics/spokespersons.
-Pitch topic selection/guests.
-Media train spokespersons.
-Schedule programs.
-Support industry spokespersons via call ins to show.
-Tape programs for analysis and revision.
-Alert selected media.

Buget: TBD

2048597644

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

V. Establish Presence on Selected Radio Talk Shows in Order to Further Objectives.

ETS

Summary: Try to use expert third parties and media-trained activists to reinforce press efforts with national and local radio talk show opportunities.

Status:

o Continuing development of potential spokespersons and opportunities.

o Other efforts will depend on determination of litigation.

FBT

Summary: Reinforce "press" efforts with national and local radio talk show opportunities. Expert third parties and media trained activists will be principal participants.

Status:

o TI developing list of potential radio spokespersons who can take advantage of call-in shows. Formalizing plan to coordinate appropriate for call-in shows.

o Process of identifying additional appropriate topics/spokespersons continues.

2048597645

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
Promote Speakers in Local Markets

-5/27/93

Lead Responsibility: **PM:** Victor Han Burson-Marsteller
RJR: Mark Smith

ETS ■ FET ■

Time Line:

FET: Review June 1, 1993
-ETS: Submit final plan April 30, 1993.
(With most if not all of the John Boltz submissions in place if given the go ahead to proceed.)

Description: Design a speakers program and place identified spokespeople in local markets designed to attract some press attention.

Action:

-See following page Re: Develop Speakers Bureau

1. Identify Potential Speakers in Each Market

Goal: Effective, credible speakers, representing different interests, (i.e. business/jobs/economy/consumer/individual rights, etc.) in each of 50 states, with speakers in every major market, including state capitals.

- PM/RJR's trade relations/government relations/public issues immediately begin contacting and recruiting potential spokespersons - retailers, wholesalers, suppliers, growers, smokers' rights activists.

Time line: Names of recruits to Joint Task Force week of: TBD

2048597646

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Promote Speakers in Local Markets
(Continued)

(Special Note to TCG: 1)As you know, we have 200 media trained activists in the field. Prior to this project, we were working on plans to fully activate all of these people. How we plan to work with these folks is outlined on page two. 2) At our request RJR trade relations will, at their meeting next Wednesday in Washington, ask the AWMA wholesalers to provide a list of their "Go To" people in every state who would be willing to serve in this role. The plan we were working on called for us to prepare a news release for each of 50 states on the economic impact of the FET. One objective was to provide Tommy Payne with some clips from home districts.

2. Issue Training & Media Training

- Determine material needed for issue training. If none exists, immediately develop talking points, palm cards, Q&As and briefing book. Otherwise use what is available.

- Determine which spokespersons need media training. Conduct media training, as needed. (Note RJR allied forces training already scheduled.)

Time line: TBD

3. Building Awareness & Credibility - Communications Effort

Goal: News media will recognize our spokespersons as source for accurate, timely and credible information on FET/ETS. Work with media.

- RJR/PM puts editorial effort into high gear developing op-eds, letters to editor, news releases, talking points, backgrounders - generic and state/market specific - for use by each spokesperson.

Time line: TBD

(Special Note to TCG: 1) As mentioned on page one, we were planning to distribute a news release through each statewide smokers' rights spokesperson. A generic piece would be provided to each Field Coordinator, along with state specific date; FC's would work with each spokesperson. 2) For industry spokesperson - wholesalers and retailers that RJR Trade Relations identifies, we are working on plans for distribution on economic impact in each state. We are exploring the possibility of working with each state spokesperson, but faxing the release ourselves in a highly organized fashion using faxing services. Cost would be about $1.10 per release, which would probably go to a total of 7,000 nationwide media outlets.

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Promote Speakers in Local Markets
(Continued)

If I understand our RJR/PM mission correctly, we will determine who will do what, and how best to split the work and cost.

- Outreach: Each spokesperson will be given a list of all media in area. Where feasible, spokesperson will schedule brief one-on-one meetings with reporters/editors to introduce themselves and leave information. Key media not reached will be mailed a rolodex-type card with brief information.

  Time line: TBD

- As appropriate, spokesperson may be asked to be part of group conducting editorial board meetings (see "Editorial Boards" section of overall plan.)

4. Speakers Program

Goal: Spokesperson will speak to as many community groups as possible to explain position.

- Provide spokesperson with guide on what kind of groups to seek speaking opportunities, how to contact, what to say to get acceptance, etc. (Or, if budget and time permits, actually provide spokespersons with list of organizations, telephone numbers etc. for their specific market.)

- Use same materials used for issue training. Also provide each speaker with 1) prepared presentation (with simple visual aides), and 2) outline for more information presentation.

- Develop leave behind materials for each spokesperson.

  Time line: TBD

2048597648

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Promote Speakers in Local Markets
(Continued)

5. Follow Up

Goal: Maximize positive media placements.

- Develop simple system for spokesperson to report results of speaking engagements and media contacts. (Perhaps phone in or postcard drop - or provide each spokesperson with a PM/RJR contact to serve as resource...or develop a "help desk" concept.)

- Positive news clips will be gathered and distributed to supporters in each market -- each person will send copy of clip and a short personal letter to their U.S. Congressman and Senator.

Time line: TBD

(Victor Han) Identify appropriate journalists for one-on-one briefings on ETS identify appropriate messengers.

Action: Researching reporters, messengers.

FET:

-Program to have credible speakers able to hit all 50 states, all major markets and state capitals.
-Identified speakers would also author op-eds and the like to augment credibility.
-Speakers trained to obtain platforms, venues (in addition to turn key manual to be developed and supplied.)
-Gain support/help of PM/RJR trade relations, government relations, other resources to identify, contact and recruit potential speakers (retailers, wholesalers, suppliers, growers, smokers rights activists.)
-All must be trained on issue, presentation skills, media.
-Develop national speakers stable of higher profile individuals (think tanks, tax organizations, economists, etc.); determine appropriate venues, mechanism for placement (speakers' own organizations.)
-Develop text, leave behinds, visuals.
-Develop PR support programs. (Cookie cutter approach based on venue, subject matter, key impact issue of focus.)

2048597649

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Promote Speakers in Local Markets
(Continued)

Next Steps:

-All of the above.

ETS:

-We have not gotten to that yet.

Budget:

2048597650

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

III. Speakers' Bureau

ETS

Summary: Design speakers program for placement of identified spokesperson in local markets designed to attract press attention.

Status:

o Continuing identification of credible spokespersons through media content analysis.

o Continuing monitoring of potential opportunities speakers. E.g., there are a number of conferences that may provide a forum for individuals, groups or coalitions, and also may identify experts.

FET

Summary: Design a 50-state speakers program and place identified spokespersons in local markets designed to attract some press attention.

Status:

o Speakers bureau to be instituted after announcement day w/preliminary work being done now.

o Draft materials prepared and speaker identification process continuing.

o Once have identified organizations willing to take a public stand on issue, can use individuals in organizations as core of speakers bureau.

2048597651

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
Television Interviews

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: (consider)

Action:

Budget:

2048597652

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
Press Briefings

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: (Get APCO recommendations)

Action:
-Philip Morris

Budget:

2048597653

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
Editorial Boards

-5/27/93

Lead Responsibility: PM: Victor Han and Burson-Marsteller
RJR: Mark Smith
TI:

ETS ■ FET ■

Time Line:

FET: **-Review June 1, 1993**
-Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.
-Submit final plans week of May 17, 1993.
-Initiate program week of May 24, 1993.

ETS: -Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.
-Submit final plans week of May 17, 1993.
-Initiate program week of May 24, 1993.
-Review week of March 22, 1993.

Description: Place senior executives and identified spokesmen with select editorial boards to discuss industry issues: ETS/Excise Taxes. A press kit and "leave behinds" will be necessary.

Action:

-See following page Re: Educate Newspaper Opinion Creators via a Series of Editoral Board Meetings.

FET:

-Meetings targeted at hometown (district) newspapers of key legislators.
-Representatives of local business/labor, fiscal experts, smoker activists comprise team. Possible use of RJR/PM senior management in selected cases.
-Press kit needed.
-Key markets identified by government affairs.
-Meetings to be scheduled.

2048597654

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Editorial Boards
(Continued)

-5/27/93

Next Steps:

-Identify newspapers in targeted congressional districts.
-Review past editorial positions.
-Make Go/No Go decision.
-If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

ETS:

-Continue key opinion leader educational outreach program.
-Meetings with targeted key national, state/state capitol and local newspapers.
-Expert panel may include local representation and nationally recognized experts.

Next Steps:

-Identify newspapers.
-Review past editorial positions.
-Make Go/No Go decision.
-If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

Budget:

2048597655

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

IV. Educate Newspaper Opinion Creators with a Series of Editorial Board Meetings.

ETS

Summary: Continue ongoing key opinion leader educational outreach program, while identifying and expanding program to key national, state/state capitol and local newspapers.

Status:

o Continuation of briefing and educational outreach to more conservative, anti-regulatory media.

o Awaiting decision on lawsuit to develop appropriate program for ed boards.

FET

Summary: Focus on hometown (district) newspapers of key legislators (well-crafted letter w/good package) and some bigger newspapers.

Status:

o Priority project. Task force to determine drop date; probably 4 days to one week after final sign-off obtained by task force on information kits.

o PM/RJR/TI to divide media lists for cover letters and follow-up phone calls requesting opportunity to respond to health-care reform proposals before papers editorialize.

2048597656

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

2048597657

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project _____ *Message*

50 Million Smokers

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-Review week of April 18, 1993

Description: Key talking points: (develop)
-Develop "class war" stressing the impact of FET on lower income people.
-Use LuLac data, Randolph Institute data regarding Hispanic/African-Americans

Action:

Budget:

2048597658

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Message

Canada Tobacco Model a Myth

-5/27/93

Lead Responsibility: *PM:*
RJR:

ETS ☐ FET ■

Time Line:
-Review week of April 18, 1993

Description: Key talking points: (develop)

Action:
-Consider expanding to other countries.
-Philip Morris working

Budget:

2048597659

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Message

Courtesy and Common Sense

-5/27/93

Lead Responsibility: PM: Lance Pressl
RJR: Tom Harris

ETS ■ FET ❐

Time Line:
-Review week of March 22, 1993

Description: Develop talking points

Action:
-Clark Judge

Budget:

2048597660

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Message Hurts Employees

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ❒ FET ■

Time Line:
- Review week of April 18, 1993

Description: Key talking points (develop)

Action:

Budget:

2048597691

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project — Message

Tax Regressive

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ☐ FET ■

Time Line:
-Review week of April 18, 1993

Description: Key talking points (develop)

Action:
-Factor in EPI data.
-Need to build counter to Earned Income Tax Credit.

Budget:

2048597662

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Message

Breeds Corruption and Black Market

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ❒ FET ■

Time Line:
-Review week of April 18, 1993

Description: Key talking points (develop)

Action:

Budget:

2048597663

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Speeches

ETS Speech

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ■ FET ❐

Time Line:
-For review April 18, 1993

Description: Themes (develop)

Action:

Budget:

2048597664

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Speeches

Inventory of Speeches

-5/27/93

Lead Responsibility: PM: Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
-Ongoing - Review June 1 1993.

Description: PM and RJR to closely coordinate assignments to deliver a consistent message on each speech that is written.

Action:	*Responsibility:*
Tab 3:	
Consumer Outreach - Consumer Data Base:	
-Insert for redemption packages	PM/RJR - in house
Consumer Outreach - Redemption Stuffers:	
-Card on ETS	PM/RJR - in house
-Card on Federal Excise Tax	PM/RJR - in house
Tab 4:	
Business Outreach - Direct Mail to CEO's	
-CEO/CEO letter	PM/RJR - in house
-Attachment with accommodation program description and information on how PM/RJR can help.	PM/RJR - in house
Business Outreach - Business Roundtable:	
-Letter for advising BRT members of threat to business posed by EPA/OSHA indoor air regulation.	Burson-Marsteller
-Talking points for discussions with BRT members.	
-Fact sheet.	

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Inventory of Speeches
(Continued)

	Responsibility:
Business Outreach - Chambers of Commerce:	
-Basic speech, ETS	Clark Judge
-Basic speech, excise tax	Clark Judge
-White paper, ETS	
-White paper, excise tax	
-Speech for Jim Miller (T)	Clark Judge
-Op-ed for Jim Miller (T)	Clark Judge
-Talking points for NY meetings with executive directors	
-Press kit for executive directors	Burson-Marsteller
Business Outreach - National Association of Manufacturers:	
-Letter to NAM members	
-Speech or testimony for senior NAM officials	Clark Judge
-NAM fact sheet	
Tab 5:	
Advocate Outreach - Mass Mailing:	
-Letter with appeal	PM/RJR - in house
-Self-mailer to send to Members of Congress	PM/RJR - in house
Advocate Outreach - Volunteer "Advocates"	
-Phone bank script (Done)	PM/RJR - in house
-Direct mail letter to go to activists	PM/RJR - in house
Tab 6:	
Grassroots Effort - Employees:	
-Communiqué from MAM, WIC or other senior executive to, at a minimum, operating company managers and employee groups contacted by Jay Poole as of 3/6/93	
Grassroots Effort - Suppliers:	
-Letter to senior officer in supplier companies (re: ETS and/or excise taxes)	

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Inventory of Speeches
(Continued)

	Responsibility:
Grassroots Effort - Accommodation -- Hospitality/Industry:	
-Letter to industry leaders	PM/RJR - in house
-Talking points for discussions with industry leaders	PM/RJR - in house
-Fact sheets on economic impact studies	
Grassroots Effort - Accommodation -- Airport:	
-Letter	PM/RJR - in house
-Talking points	PM/RJR - in house
-Fact sheet	PM/RJR - in house
Grassroots Effort - Accommodation -- Workplace:	
-Model policy statement	PM/RJR - in house
-Fact sheet on technical recommendations for upgrading ventilation systems	PM/RJR - in house
-Case studies for publication	PM/RJR - in house
Tab 7:	
Government Affairs - Elected Officials:	
-Letters for contacting officials outside Washington	
-Talking points for staff to staff contact	
-Talking points for appropriate senior executive to official contact	
-Letter for officials outside of Washington to send to Federal officials	
-Talking points for officials outside of Washington to use in discussions with Federal officials	
Government Affairs - Governors:	
-Speeches for governors	Clark Judge
-Talking points for governors	
-White papers for governors	
-Fact sheets for governors	

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Inventory of Speeches
(Continued)

Responsibility:

Government Affairs - Briefings on the Hill:
- -Talking points
- -White papers
- -Fact sheets
- -Follow-up letters

Government Affairs - Senior Management Visits:
- -Talking points
- -White papers
- -Fact sheets
- -Follow-up letters

Government Affairs - Member Assignments:
- -Talking points
- -White papers
- -Fact sheets
- -Follow-up letters

Government Affairs - Coordination with Tobacco Coalition:
- -Letters to senator
- -Talking points for meetings with Senators

Tab 8:

Labor - Strategy -- Tax:
- -Talking points for PM/RJR call on president of BCT
- -Letter for president of BCT to members
- -Sample letter for members to send to Congress and White House
- -Talking points for president of BCT in meeting with Lane Kirkland and other labor leaders
- -Phone bank scripts for appeal to members

Tab 9:

TI Coordination - TI Lobby Plan:
- -Nothing

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Inventory of Speeches
(Continued)

Responsibility:

TI Coordination - TI Educational Packet:
-Information kit
-White papers
-Talking points

Tab 10:
Science, Publicly Challenge EPA Science:
-Press conference statement — Clark Judge
-Open letter to the new EPA Administrator
- Press release for press conference

Science - EPA to Reexamine ETS Study:
-Fact sheet on paper arguing for reexamination of ETS at EPA

Science - Science Spokesperson:
-Speeches for spokesperson — Clark Judge
-Talking points for spokesperson

Science - Presentation to OSHA on ETS:
-Script for presentation — RJR

Tab 11:
Research - Studies:
-Press releases announcing study findings
-Press conference statements
-Fact sheets based on studies

Research - Position Papers:
-White paper on ETS
-White paper on excise taxes

Research - Niagara Institute:
-Report on tobacco issues in Canada
-Statement by Institute director
-Press kits

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Inventory of Speeches
(Continued)

Responsibility:

Tab 12:

Legal - Growers' Law Suit:
-Nothing

Legal - Briefings on ETS:
-Talking points, CEO/CEO
-Letter, CEO/CEO
-Talking points, General Counsel/General Counsel
-Letter, General Counsel/General Counsel

Tab 13:

Media/Communications - Press Package:
-Press kit on ETS
-Press kit on excise tax

Media/Communications - Plan Ad Campaign:
-Ad copy

Media/Communications - Radio Talk Shows:

-Talking points for briefings	Clark Judge
-Fact sheets for briefings	Clark Judge

Media/Communications - Promote Speakers in Local Markets:

-Letter to set up speaking engagement	
-Talking points for calls setting up engagement	
-Press release announcing engagement	
-Speech for speaker	Clark Judge

Media/Communications - Television Interviews

-Talking points for interviews	Clark Judge
-Press kits	Clark Judge

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Inventory of Speeches
(Continued)

Responsibility:

Media/Communications - Press Briefings:
-Talking points
-Press kits

Media/Communications - Editorial Boards:
-Talking points
-Press kits

Tab 14:
Message - 50 Million Smokers:
-Talking points

Message - Canada Tobacco Model a Myth:
-Talking points

Message - Courtesy and Common Sense:
-Talking points

Message - Hurt Employees:
-Talking points

Message - Tax Regressive:
-Talking points

Tab 15:
Speeches - ETS Speech:
-Themes statement — Clark Judge
-Speech — Clark Judge

Speeches - Junk Science Speech:
-Speech — DONE

Speeches - Economic Consequences:
-Themes statement — Clark Judge
-Speech — Clark Judge

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Inventory of Speeches
(Continued)

	Responsibility:
Speeches - Excise Taxes:	
-Themes statement	Clark Judge
-Speech	Clark Judge
Speeches - Canada and the Black Market:	
-Themes statement	Clark Judge
-Speech	Clark Judge
Speeches - Basic Speech	
-Themes statement	Clark Judge
-Speech	Clark Judge

Budget:

2048597673

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Speeches

Junk Science Speech

-5/27/93

Lead Responsibility: *PM:* Jim Ramsay
RJR:

ETS ■ FET ❒

Time Line:
-Completed

Description: Speech theme: puts ETS in context of other government scientific blunder (e.g. Alar, chlorination of drinking water, showers)

Speech on file - can be altered/updated to fit specific audience.

Action:
-Speech revised for general use. Finished draft available 4/15/93.
-Two versions - one for PM speaker, one for a 3rd party speaker created on 4/12/93
-Speech developed for MAM 2/93.

Budget:

2048597674

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Speeches
Economic Consequences

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ☐ FET ■

Time Line:
-For review April 18, 1993

Description: Themes (develop)

Action:

Budget:

2048597675

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project *Speeches*
Excise Taxes

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ❒ FET ■

Time Line:
-For review April 18, 1993

Description: Themes (develop)

Action:

Budget:

2048597679

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Speeches

Canada and the Black Market

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ❒ FET ■

Time Line:
-For review april 18, 1993

Description: Themes (develop)

Action:

Budget:

2048597677

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Speeches
Basic Speech

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ■ FET ■

Time Line:
-For review April 18, 1993

Description: Themes (develop)

Action:

Budget:

2048597678

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Consumer Outreach Redemption Stuffers

*5/20/93

Lead Responsibility: PM: Jim Spector, Janice McDaniel
RJR:

ETS ☐ FET ■

Time Line: ~~*Due Mid May, 1993~~
In field by mid June.

Description: Design cards on ETS and on the Excise Tax issues for insertion in all packages fulfilled out of Kankakee and Lafayette fulfillment centers. Also prepare cards to be inserted in outgoing branded direct mail pieces and carton stuffers.

Action:
-Coordinate points with RJR.
-Develop estimate of number of fulfullment packages.
-Exploring logistics of carton stuffers.
-Developing schedule of branded direct pieces to be mailed over the remainder of year.
*Preview insert copy - week of April 26.
-RJR is working on their copy for ETS and should have it by 3/19/93; they are also at work on FET piece.
-Coordinate Points with RJR week of 3/15/93.

Comp. Approved.
Print production To begin week of 6/2.

Budget: TBD

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Fax•Fax•Fax

PHILIP MORRIS

FAX: (212) 907-5315

DATE: _____

TO: Hector Irastorza

FROM: Jim Spector

TOTAL PAGES: 1 cover

COMMENTS:

Note changes

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Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Science

Reexamine ETS Study

*4/22/93

Lead Responsibility: PM: Tom Borelli, Jim Boland
RJR: Sears Strawker, Mary Ward

ETS ■ FET ❐

Time Line:
- -April 15, 1993

Description: Maintain an ongoing review of ETS studies and findings and present a case for a reexamination of ETS at EPA.

Action:

PM/RJR - Agreed to jointly work on a proposal for the American Statistical Society to review and critique the methodology in the ETS risk assessment. RJR is currently reviewing the first draft proposal.

Budget:

2048597681

MAY 27 '93 02:51PM PM COLLAMORE

Source: https://www.industrydocuments.ucsf.edu/docs/rzfb0000

Project Science
Science Spokesperson

*4/22/93

Lead Responsibility: PM: Tom Borelli Burson-Marsteller
RJR: APCO

ETS ■ FET □

Time Line:
-Searching

Description: Identify one or more scientists willing to speak on the ETS subject in support of our position. Place them in speaking opportunities.

Victor Han: Free up TI scientists; identify others for media.
Lead Responsibility: PM: Victor Han, Steve Parrish Burson-Marsteller
RJR:

Action:

TB - Encouraged speakers participating at the George Mason University International Institute's Scientific Integrity Conference to raise the ETS risk assessment as an example of bad science. The conference was video taped and it will be reviewed for statements made on ETS. The video can be used to educate policy makers on the use of bad science and public policy.

Budget:

2048597682

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

Project Media / Communications
Pro Active Media

*5/20/93

Lead Responsibility: PM: Tom Borelli / Richard Hines Consulting
RJR:

ETS ■ FET

Time Line:
-Ongoing

Description: Generate news stories, editorials and commentaries critical of the EPA Risk Assessment and unreasonable smoking ban legislation.

Action:

The May edition of Consumer's Research Magazine has a feature article on "Federal 'Science' Under Fire" which mentions ETS as an example of bad science. We have ordered 1,000 copies of the magazine for educating policy makers on the ETS issue.

Budget:

2048597683

MAY 27 '93 02:52PM PM.COLLMORE

Source: https://www.industrydocuments.ucsf.edu/docs/rzhl0000

Project Government Affairs
State Legislators and their Organizations

*5/20/93

Lead Responsibility: PM: Ellen Merlo/Tina Walls/Ted Lattanzio/Jay Poole
RJR:

ETS ☐ FET ■

Time Line:
-Ongoing

Description: Develop listing of state lawmakers who could be helpful in contacting Congress and the Clinton Administration.

Action: NGA - Mtg with Governor Campbell set for 6/10

- ~~•SLC - Initial discussion of meeting set with SLC Chairman to have resolution in place for 4/28-29. SLC meeting set for 3/22.~~
- ~~•NGA - Campbell contacted, Calls to DC Headquarters made.~~
- •CARTs - State stragegies being defined. Awaiting finalization of which ones are to be actuated/started.
- •List of MC's known to State Contractors submitted to WRO.
- •ERC & MLC - contacts to be made this week.
- •ALEC and NCSL are willing to update state impact studies. Derek Crawford determining cost.
- Contacting WLC of CSG to update state impact studies and activate members.
- Listing of state legislators continuously being compiled. Need action instructions, sample letters and talking points.
- NCSL Meeting on 5/7 to discuss healthcare proposal and funding. Field Staff alerted.

SLC adopted resolution against FET unanimously on 4/29, letters to all MC's & the President have been sent under the signature of the Chrm of the SLC.

5/27 Done

2048597684

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000

_Project_____Government Affairs___
_____Governors

*5/20/93

Lead Responsibility: PM: Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR: Roger Mazingo

ETS ☐ FET ■

Time Line:
-Ongoing

Description: Develop list of Governors who could be helpful in contacting Congress and the Clinton Administration. Determine how best to reach and activate them. Awaiting info. Governor Hunt (NC) setting up Task Forces in the state to combat excise tax. His group includes venders/suppliers. Governor McWherter (TN) is concerned about impact and is going to meet with President Clinton in March. Governor Wilder calling. Effort to assure current Southern Governors expand to include all 17 SGA members to 1) Urge President against FET and 2) urge Senators and MCs to oppose FET underway. Similar efforts with NGA, DGA, RGA, EGA, MGA, WGA are beginning.

Action:

*WIC met with Gov. Wilder on 5-19-93 in Richmond.
-MP met with Gov. Walters Re: FET and impact on OK. Gov. is waiting for administration proposal but concerned about potential impact on OK.
-April 28 - NGA/Clinton meeting - Governors Folsom, Cambell, Miller and Carper names were given via Jay for final followup by Governor Hunt (NC).
-Governor Fordice (Ms.) contacted for future action.
-Jay Poole will meet with Governor Wilder to ask him to call Pres. Clinton and followup with a letter.
-Ed Jenkins (Former MC of GA) is meeting with GA Gov. Miller on 3/31/93.
-Already contacted: Governor Hunt (NC), Governor McWherter (TN), Governor Wilder (VA), Lt. Governor Mary Sue Terry (VA), Governor Jones (KY), Governor Baliles, Judge David Armstrong (AK), Sec. Riley, BTC and tobacco growers.
-Still pending: Gov. Miller (GA), NGA-Romea and Campbell, NCSL - John Sununu and Gov. Walters (OK). Mayor Abramson.
-Governor Waihee will not be contacted at this time because of state level excise tax legislation.

Craig Fuller to meet with Gov Campbell 6/10.

2048597685

Source: https://www.industrydocuments.ucsf.edu/docs/rzfl0000